

Manchester City Council Summary Business Plan 2023/24

2023/24

1. Zero Carbon Manchester

Lead delivery of the target for Manchester to become a zero-carbon city by 2038 at the latest, with the city's future emissions limited to 15 million tonnes of carbon dioxide.

Deliver the Council's roles in reducing citywide carbon dioxide emissions, influence city-wide partners to take urgent action and deliver specific Council owned actions within the Manchester Climate Change Framework

- The Council will work with the Manchester Climate Change Agency and Partnership to lead delivery of the Manchester Climate Change Framework (2020-25) 2022 Update, the city's high-level strategy for tackling climate change and ensure a just transition.
- Delivery of citywide actions within the Council's Climate Change Action Plan will ensure that all available levers are used to support the decarbonisation of transport and buildings, and to ensure that the city adapts to future climate changes.
- Maximise funding and investment opportunities and explore place-based models of investment to deliver zero carbon projects across the city.
- The Manchester Local Area Energy Plan (LAEP) was adopted in September 2022. A prioritised action plan will be developed setting out how the Council will encourage the implementation of a range of measures across Manchester, to improve energy efficiency and reduce the burning of fossil fuels.
- Residents, communities, and wider stakeholders (including schools and businesses) will be actively engaged and influenced to ensure that they can play their full part in tackling climate change and improving air quality, potentially learning new skills through engagement and opening up employment opportunities.

Prepare for and support the delivery of the new GM Clean Air Plan

- Work with the GM authorities supported by TfGM to develop 'The Greater Manchester Clean Air Plan' to reduce harmful Nitrogen Dioxide (NO₂) levels at the roadside and be compliant with statutory requirements by 2025 at the latest.
- Ensure the arrangements are clearly communicated to Manchester residents, businesses, and other stakeholders.
- Work with GM Partners and Manchester stakeholders to ensure clear proposals to support the transition to low emission vehicles, including preparing for the release of pending funding to improve emissions for Large Goods Vehicles (LGVs), private hire vehicles, and Hackney cabs.

- Develop an approach to sustainable infrastructure planning.
- Deliver the project targeted at raising awareness and reducing emissions from domestic solid fuel burning, in partnership with Transport for Greater Manchester (TfGM) and wider Greater Manchester (GM) authorities.

Deliver the Manchester Climate Change Action Plan and key activities to reduce the Council's own direct CO₂ emissions by at least 50% by 2025

- Progress the Large-Scale Renewable Energy Generation project for the development or purchase of a suitable solar farm and / or direct renewable energy Power Purchase Agreement (PPA).
- Continue to reduce emissions and generate renewable energy through the delivery of the Estates Carbon Reduction Programme Deliver an approach to retrofit and decarbonising the Council's Housing Operations stock in partnership with Housing Providers, benefitting Council tenants by creating warmer homes and reducing energy bills.
- Plan for and facilitate the continued transition to electric vehicles within the Council fleet, such as by working to increase the provision of electric vehicle charging infrastructure.
- Promote and embed the new Sustainable Staff Business Travel Policy across the Council.
- Deliver 10% environmental procurement weighting effectively and monitor the results.
- Deliver the plan to reduce avoidable Single Use Plastics across the Council.
- Continue to raise profile and importance of climate action amongst staff and behaviour change approaches, for example through carbon literacy training, embedding this within the workforce and monitoring impact and benefit.
- Services across the Council with frontline staff that need to travel around the city to demonstrate how they will contribute to reducing carbon emissions. For example, Adult Social Care working with Community Health and Manchester Local Care Organisation (MLCO) to agree, mobilise, and measure the impact of actions delivered by community services to contribute to zero carbon including route mapping, prescribing practices, sharing of good practice approaches, and opportunities to support sustainable travel.

2. Growth that benefits everyone

Boost the city's productivity and create a more inclusive economy that all residents participate in and benefit from, and contributing to reductions in family poverty,

Deliver key growth schemes and the protection and creation of good-quality jobs for residents, enhancing skills, and effective pathways into those jobs. Includes support to Manchester's businesses and residents affected by challenges to the international, national, and local economy.

Develop and deliver a new Manchester Economic Strategy which aims to ensure that the city's economy is high performing but reduces inequality. Key components will

include: developing a strategic approach to development and investment; creating thriving and innovative sectors; creating world class infrastructure, places and talent; transitioning to a zero carbon economy which is more resilient; and including more people in economic growth. Key initiatives include:

- Key transformative regeneration schemes providing new jobs, homes and leisure opportunities for our residents, including: new office and residential development at St. Mary's Parsonage, St. Michaels and Mayfield; further development at NOMA and Circle Square; and the completion of the new Co-op Live Arena.
- Continued delivery of Enterprise City and St John's to provide new space and support for both large and small scale businesses, particularly in the digital, cultural and creative industries, including the Campfield Tech Hub.
- The opening of Factory International as a major cultural, creative and technological hub, which with the Academy and Factory Futures skills programmes will be a major driver for economic growth and delivering sustainable jobs and employment opportunities for residents in the cultural sector.
- Support the development and enhancement of the skills required for businesses that support pathways for residents into those jobs through the Manchester Adult Education and Skills Plan, Adult Education Budget and Manchester Adult Education Service (MAES).
- Ensure quality business support is available for businesses and start-ups via the business support eco-system, such as the Business Growth Hub and the Business and Intellectual Property Centre (BIPC).

Facilitate economic growth in different sectors of the economy, which supports the creation of a more inclusive economy.

- Deliver our strategic regeneration frameworks and key growth projects.
- Develop and deliver our local levelling up priorities, including the Culture in the City Levelling Up Fund Round 1 project which will provide business start-up and talent development opportunities for local people from all backgrounds, use of UK Shared Prosperity Fund and the regeneration of Wythenshawe Civic Centre.
- Implement the Work and Skills Strategy 2022-27 which sets out how we will use learning and employment to meet the Our Manchester Strategy vision of being a more highly skilled city, and how we will help create a more inclusive and zero carbon economy in Manchester where more of our residents are connected to our city's success.
- Facilitate continued support and ongoing development of district centres across the city, to provide local businesses, job opportunities, and facilities for local people.
- Work with Greater Manchester's inward investment promotion agency (MIDAS) and other partners, supporting the ongoing inward investment into the city.
- Work with developers and businesses to maximise apprenticeships, training, and job opportunities for local people.

Support more people to benefit from economic opportunities by equipping them with the skills to succeed and ensure that they are in good quality, secure work. Help to mitigate the impact of poverty by taking actions to reduce the number of people

experiencing poverty, in particular given the effects of the cost-of-living crisis. Including people in work on low incomes, young people, older people, BAME groups and people with long term health conditions and/or disabilities

- Deliver the first year of activity for the new Anti-Poverty Strategy alongside the making Manchester Fairer Action Plan, building on the strengths of the Family Poverty Strategy but extending its reach to all households, given the intelligence we now have on poverty and inequality in the city.
- Develop and deliver skills and labour market interventions for unemployed residents, and those in employment (on low incomes) who have been adversely affected by economic and cost of living challenges.
- Connect residents to opportunities created through investment via our approach to social value and other levers.
- Deliver the Living Wage City action plan, increasing the number of businesses paying the Real Living Wage and the number of Manchester residents earning at least the Real Living Wage.
- Establish the necessary structures and processes to deliver the new Anti-Poverty Strategy and Making Manchester Fairer Action Plan.
- Continue to operate and invest in Manchester Cost of Living Response group, ensuring that the most vulnerable residents are supported with the basics of food, shelter, and warmth.

3. Young People

From day one, support Manchester's children to be safe, happy, healthy, successful and fulfilling their potential

All children to have access to and be fully included in high-quality education, making sure they attend a school graded 'good' or better.

- Ensure a sufficient range and choice of high-quality early years, school, and other settings that are graded as good or better for all children and young people
- Children's school attendance to be achieved and sustained at or better than pre pandemic levels
- Ensuring the education system meets the needs of all learners, is inclusive and promotes equality
- Increase the number of young people post 16 who engage in employment, education, and training.
- Work with post 16 education and training providers and the Department for Education (DfE) to increase post 16 capacity to deal with increased demand from population growth in this age group.
- Work with schools and settings to improve outcomes for all children and to mitigate the disproportionate impact of the pandemic on disadvantaged learners.

Support more Manchester children to have the best possible start in life and be ready for school and adulthood. This includes ensuring they are engaged, their views and

needs are understood and responded to; increasing access to youth, play, leisure, employment, training and cultural opportunities.

- Work in partnership to deliver Manchester's ambition to be recognised by UNICEF as a Child Friendly City by 2024, building on the achievements of Our Year: 2022.
- Support and endorse a child rights-based approach that provides children and young people with meaningful opportunities to influence decisions about their lives.
- Ensure that the voice of children and young people is heard, and that they are able to influence and shape service delivery. A new three-year strategy is in development which will encompass youth, play and participation and will include an action plan to enable delivery.
- Ensure children and young people across the city have access to youth, play, leisure, education, employment, training, and cultural opportunities.
- Support and develop children's readiness for school through implementing the refreshed Start Well Strategy.
- Continue to roll out and embed skills for life for children and young people.

Reduce number of children needing a statutory service.

- Focus on prevention and timely intervention through the provision of early help to prevent the unnecessary escalation of children's needs
- Tackle the involvement in youth violence leading to the requirement of a statutory or specialist intervention
- Deliver children's services at a locality level with strengthened inter-agency working and a strengths-based approach to build the resilience of families; sustaining children in stable, safe, and loving homes (permanency).
- Further embed the Think Family approach through collaborative working and joining up children's services with mental health, adult services, community health services and integrated neighbourhood teams through the Manchester Local Care Organisation (MLCO).
- To deliver more evidence-based interventions to ensure children, young people and their families get the right help at the right time.
- Use Some of the additional funding from the Social Care Grant to provide investment and alleviate pressures in Children's Services.

4. Healthy, cared-for people

Work with partners to enable all people to be healthy and well, narrowing the gaps between the healthiest and the least healthy. Support those who need it most, working with them to improve their lives:

Take actions to improve population health outcomes and tackle health inequalities across the city, including those exacerbated by factors such as the cost-of-living crisis.

- Support the Manchester Partnership Board (MPB) to deliver the health and well-being priorities for the city, and to support the ongoing transition to the Greater Manchester Integrated Care System arrangements.
- Drive the development and delivery of Making Manchester Fairer, the action plan for tackling health inequalities focused on the social determinants of health, and the delivery of the Anti-Poverty Strategy.
- Support and enable actions by the MLCO and Manchester University NHS Foundation Trust to reduce healthcare inequalities through population health approaches.
- Lead local prevention and response work for health protection situations, including surges in infectious diseases, local outbreaks, and emergency preparedness for unexpected events.
- Integrated Neighbourhood Teams (INTs) and Council Neighbourhood teams to work with community leaders and partners to provide targeted cost-of-living support to our communities.
- Deliver activity enabled by the additional 1% Social Care Council Tax precept which has raised £2m to support the social care market.
- Deliver activity through the additional 1% general Council Tax increase which supports vulnerable residents, including through the Voluntary, Community and Social Enterprise sector.
- Use some of the funding from the additional Social Care Grant to provide investment and alleviate pressures in Adult Social Care.
- Use the ringfenced grant provided for 'Fair Cost of Care and Market Sustainability' to support the provision of Adult Social Care.

Support the next phase of health and social care integration in the city, including plans to enable the continued development of Manchester Local Care Organisation.

- Support and enable the continued development of the MLCO as the delivery vehicle for health, care, and wellbeing in the city to maintain a focus on integrating health and care through MLCO and wider Manchester governance, ensuring MLCO is a key component of the Council Operating Model.
- Work with partners to support hospital discharge through the Resilient Discharge Programme (RDP) including development of the Transfer of Care Hub, control room, the development of the new model of bedded care and Virtual Wards.
- Enable MLCO to mobilise the refreshed INT Operating Model, to maximise integration opportunities across health and care and collaborative working with wider neighbourhood partners.
- Support the MLCO to embed a Population Health Management methodology through the INTs working with Primary care Networks (PCNs) and wider community partners to address key population health challenges (such as diabetes, hypertension, cardio vascular disease, and bowel cancer screening take up).

Enable delivery through the MLCO of the Adult Social Care (ASC) transformation programme – 'Better Outcomes, Better Lives' – focused on taking a strengths-based

approach, supporting independence and managing demand, building on the ASC improvement programme, and embedding this into the MLCO Operating Model.

- Continue to drive forward the six workstreams through phase four of the programme, focused on maximising independence through working with practitioners to take a strengths based approach, strengthening and improving our short term offer, delivering our new ASC front door through earlier interventions, delivery our commissioning plan ensuring that we are delivering 'responsive commissioning', continuing to strengthen our performance framework and embedding a 'see and solve' approach to barriers to delivering the programme.
- Progress the provider services review, focused on our in-house services supporting citizens with the most complex needs.
- Ensure that as phase four is delivered we continue to work together with colleagues across MLCO to embed a strength-based approach across our services, identify and realise benefits and opportunities for collaboration.

Reduce the number of people becoming homeless and enable better housing and better outcomes for those who are homeless.

- Deliver 'A Place Called Home' – the Homelessness Transformation Programme
- Increasing prevention and earlier intervention to reduce the numbers of people becoming homeless.
- Reduce and eliminate the use and cost of bed and breakfast through changes to the social allocations policy.
- Reduction in number and cost of temporary accommodation by increasing access to more affordable temporary and permanent accommodation, allowing people to retain their priority on the social housing register, and improving prevention.
- Transformation of the customer journey to streamline processes, improve outcomes and reduce cost of the service.
- Continued spotlight on reducing the numbers of people sleeping rough through provision of appropriate accommodation and support.
- Support migrants living in the city to improve their independence and find alternative accommodation, so they do not need to present as homeless.
- Collaboration with Central Government and Greater Manchester Combined Authority (GMCA) to maximise income to the city through funding opportunities.
- Prioritise £4m of investment for increased demand, dispersed accommodation fees, and invest to save initiatives.

5. Housing

Ensure delivery of the right mix of good-quality housing so that Mancunians have a good choice of quality homes

Support delivery of significant new housing in the city

- Deliver Manchester's Housing Strategy, which underpins the city's economic growth trajectory and will ensure the delivery of new housing including affordable housing.

- Work closely with Registered Providers to improve quality of existing housing stock, to deliver new housing on Council-owned land, and work with developers to deliver housing on privately-owned land.
- The Council is committed to accelerate and sustain the delivery of more housing and will intervene, where necessary, to speed up the delivery of housing across the city, including developing homes ourselves. To achieve this the Council has established a Housing Delivery Vehicle (This City) to deliver new housing.
- Work with partners to deliver large-scale regeneration schemes including Phase one of the Victoria North Joint Venture between the Council and Far East Consortium (FEC) where 1,000 new homes are now on site, and Phase three of the redevelopment of Ancoats in conjunction with Manchester Life and other partners, which involves the delivery of new housing, a public realm strategy and a Mobility Hub.
- Embed Zero Carbon ambitions in the Housing Strategy, planning and delivery including an approach to housing retrofit with housing partners, and progress work for the Council's housing stock.
- Work with colleagues across Greater Manchester to ensure that the city's aspirations are reflected in the "Places for Everyone" Greater Manchester Joint Development Plan, which is at Examination in Public in early 2023. There is expected to be a consultation on main modifications to the plan later in 2023.

Ensure inclusive access to housing by the provision of enough safe, secure, and affordable homes for those on low and average incomes and taking into account cost-of-living impacts. This includes strategically joining up provision, and the improved service to residents enabled by direct control of Council owned housing in the north of the city.

- Deliver lasting service improvements to the Council's directly-managed homes.
- An improvement programme for housing tenants will be developed and implemented, focused on the priority issues they have raised, including: repairs service; improved investment programme delivery; community safety, and dealing with anti-social behaviour.
- Deliver Housing Strategy commitments for 36,000 new homes by 2032. 10,000 will be affordable, and 3,000 of these will be in the city centre.
- Continue to drive forward building safety improvements, especially in high rise buildings.
- Develop a new housing operations strategy in line with the Social Housing White Paper, alongside emerging building safety and consumer regulations.
- Implement the objectives of the new 10-year Housing Strategy which includes the aims of addressing inequalities, creating neighbourhoods where people want to live, and improving the safety, quality and management of private rented sector homes. Particular attention will be paid to addressing damp and mould across all housing tenures working closely across housing, health, social care and education.

6. Delivering in Neighbourhoods

Work across the council, with partners and our city's communities to create and maintain clean, safe and vibrant neighbourhoods, with local services, that Mancunians can be proud of

Place a greater emphasis on getting the basics right and invest in improving service standards.

Clean

- Develop a Waste Strategy which reflects the future requirements of the English Resource and Waste Strategy and the priorities for the city. Work with the collections provider to implement the service improvement plan.
- Implement strategies and initiatives at a local level to target areas impacted by littering; recover and improve recycling levels; and reduce residual waste levels through increased participation and compliance. Promote legitimate waste disposal routes which prioritise re-use and recycling options, where possible, to reduce the associated environmental and financial costs.
- Building on the existing partnership work, strengthen intelligence sharing and engagement to tackle illegal waste activity, working jointly with the police and Environment Agency, utilising the legislative framework provided by the Environment Act 2021.
- Continue to take enforcement action where efforts to achieve compliance have not been successful.
- Use £1.5m of funding which has been prioritised to invest in cleaning the city.

Safe

- Continue to work with our communities and partners in the Community Safety Partnership to deliver on the key priorities identified in the Community Safety Strategy for 2022-25.
- Work towards achieving the aims and ambitions set out in the Domestic Abuse Strategy that was launched at the end of 2021.
- Respond to Independent Prevent Review and Channel (Dovetail) recommendations (which is part of the Prevent counter-terrorism duty).
- Implement compliance with Serious Violence Duty that was introduced in January 2023.
- Continue to work with partners, VCS (Voluntary and Community Sector) organisations, and communities to develop community led initiatives to address local priorities such as: to challenge hate, prejudice, and extremism; and to address serious violence.
- Refresh the Anti-Social Behaviour (ASB) Policy and Procedure for the Council

Vibrant

- Continue to invest in neighbourhood and community assets including parks, leisure and sports centres, libraries, cultural and social infrastructure.
- A new library is planned for Crumpsall, and investment in a transformed Chorlton Library, with makeovers for Didsbury, Longsight, Newton Heath, North City and an extension of the 'Open+ Libraries' offer (out of hours self-serve access) at three additional sites.
- New park and leisure facilities will be delivered for Abraham Moss, Hough End and Wythenshawe Park, with refurbishments at the Manchester Aquatics Centre and the National Cycling Centre.
- Continue to develop plans for how we use space at Manchester Art Gallery and Platt Hall.
- Work with partners to establish a Manchester Major Events Commission with representation from key funding stakeholders to ensure we have a sector wide, long-term focus on developing the approach and bringing new events to Manchester, ensuring the programme is diverse and celebrates what is great about Manchester.

Bring services together for people in places, enabling an integrated model of neighbourhood working across core public sector services including Health and Adult Social Care (through the INTs), GMP, Housing, and Children's services.

- Through the next stage of public service reform, we will design a clear and consistent approach for residents to access services across the breadth of our offer.
- Embed a place-based approach through our systems, processes and decisions, ensuring we consider the role and needs of neighbourhoods in the way that we deliver services.
- Enable the workforce to understand the city, including the different characteristics of Manchester's neighbourhoods, and use this knowledge to effectively support residents to navigate our systems to improve outcomes for Manchester residents.
- Develop a model of VCSE engagement and empowering community voice to inform decision making and future service design.
- The Bringing Services Together for People in Places model will continue to develop, with activities including:
 - The city-wide expansion of the Changing Futures funded Early Help offer for Adults pilot, currently being delivered in four areas of the city, utilising Population Health Kickstarter funding and infrastructure, and linked to the Adult Social Care 'Front Door' redesign;
 - Expansion of the Multi Agency Prevention and Support (MAPS) meetings beyond pilot areas (linked to Early Help for Adults), to enable support to be provided to those who need it at the right time, and support to be sequenced appropriately across all support provision;
 - Working with partners and the Voluntary, Community and Social Enterprise (VCSE) sector to ensure our communication and engagement with residents is joined up where appropriate;

- Developing and delivering a shared set of priorities and principles across partners within each of the 13 neighbourhoods documented in Neighbourhood plans;
- Review Local Community Safety Partnerships to ensure continued alignment with the Bringing Services Together for People in Places programme.
- The Children and Young People Reform Programme will continue to reform Children's Services to deliver local, place-based services using the Shared Neighbourhood Delivery footprint. It will continue to further strengthen local partnerships, to work together in response to specific complexities of each geographical area across the city. The programme will continue to focus on integrating partnership working arrangements by prioritising early intervention, and prevention and embedding the 'Think Family' approach into our practice to achieve better outcomes for children and families.

7. Connections

Connect Manchester people and places through good-quality roads, sustainable transport, and better digital networks

Improve public transport and highways, and make them more sustainable, whilst increasing walking and cycling.

- Continue to deliver against the Greater Manchester 2040 Transport Strategy and the City Centre Transport Strategy.
- Deliver to ensure the quality of our highways and pavements, the number of potholes repaired, and gully cleansing which remains a priority for our residents.
- Supporting Neighbourhoods and Communities through the delivery of local improvement schemes identified as ward priorities.
- Manchester has applied for powers to enforce Moving Traffic Offences. If successful Manchester will be able to enforce this, which will reduce congestion, improve road safety and support Active Travel and Air Quality improvements.
- Active travel through the prioritising of walking and cycling will continue through adoption of the Active Travel Strategy and Investment Plan in Spring 2023, and any external funding opportunities that can support delivery will be taken.
- Deliver walking and cycling improvements funded by the GM Mayor's Challenge Fund will continue.
- Effectively enforce parking and bus lane restrictions to keep the city's roads moving and safe and reduce congestion.
- Utilise the £300k of priority investment which has been made available for active travel and infrastructure.

Facilitate the development of the city's digital infrastructure, to enable delivery of transformed public services and a more economically inclusive and resilient city

- Deliver on year one action plan of the Digital Strategy around the four themes of Smart People, Digital Places, Future Prosperity and Sustainable Resilience.

- Through the rollout of audio video technologies ensure people can have face to face digital access to public services, and gain essential digital skills, building on the Audio-Visual pilot that will commence in early 2023.
- Working in partnership with other public services and VCSE organisations, continue to tackle digital exclusion, so that all of our residents have access to the benefits of online services and opportunities.
- Through the Council Network Refresh Programme we will look to deliver a secure, reliable and easy to use network for our staff, partners and residents to continue to support digital and social inclusion.
- Work with partners to support residents, neighbourhoods and businesses connect to local, national, and international markets through enhanced digital infrastructure.
- Continue to support the integration of Health and Education, and Early Years systems with Social Care (such as Liquid Logic) through the work to embed and develop the EYES (Early Years & Education Management System) application.
- Developing consistently engaging digital content which will support the Council to be a trusted influencer and service provider, by being an integral part of existing local community networks.

8. Equality, Diversity, and Inclusion

Drive the advancement of equality and inclusion across services, communities and within our workforce. To be an inclusive service provider, commissioner, and employer, removing barriers that impact on the City's most disadvantaged equality groups

Effective community involvement and engagement with our partners to understand our diverse communities, improve life chances, and celebrate diversity.

- Work closely across Equality, Diversity and Inclusion (EDI), Neighbourhoods and Public Health to develop an engagement infrastructure where communities experience discrimination and disadvantage.
- Strengthen our growing evidence bases by improving the collection, analysis, and application of quantitative and qualitative equalities related information, insight and learning to enable targeted action where required, including through the delivery of a Communities of Identity Report, to identify the different experiences of individual identity groups in Manchester.
- Strengthen and harmonise an approach to integrating community intelligence into accountable decision making.
- Set out an approach that will evidence improved outcomes for those most likely to have difficulty accessing our services, have a poorer experience or outcomes related to institutional barriers and discrimination.
- Develop a robust equality measurement framework as a crucial part of our evidence gathering that will help us to establish what works both systemically and across our locality in addressing causes of persistent inequality.
- Review and develop a new operating model for the delivery of equality events in the city, promoting awareness of various identity groups, as well as celebrating

diversity awareness through supporting national initiatives such as; Black history month, South Asian Heritage Month, Refugee Week, International Day of Disabled People, International Mother Language Day, Pride, International Womens Day, World Aids Day.

Greater accountability, partnership working and delivery of services that more closely meet the diverse needs of our communities and people

- Develop better integration of Equality, Inclusion and Engagement resources across the Council and with health to tackle implicit bias in commissioning and service provision, to have the best opportunity to reduce the unfair differences in outcomes across Manchester.
- Develop a more effective and robust equality impact assessment framework with a focus on delivering mitigation actions.
- Develop a model to ensure that equality and human rights check and challenge is integrated into our design, assurance and approval of the policies and practices, at the right places and at the right time.
- Maximising impact from social value and implement commitments to various charters and covenants that the Council has signed for example the Care Leavers Covenant, the Armed Forces Covenant, and the wording from the protected status decision for care leavers.
- Developing performance indicators and success measures to embed a greater focus on equalities monitoring, strengthening the importance we place on feedback from communities accessing our services.

As an employer, ensure a fair and inclusive working environment which recognises, values, and responds to the dynamics and opportunities of a diverse workforce.

- Focus on key areas and actions that will support the organisation to be a place where our workforce fully reflects the rich diversity and talent of the communities we serve at all levels.
- Attract, recruit, and select in a way that is inclusive and drives diversity at all levels for example better diversity on recruitment panels, and strengthening induction to communicate the importance of equality, diversity, and inclusion, and what is and is not acceptable.
- Educate, develop, and build talent and diversity in our workforce e.g., targeted leadership programmes and embedding the new equality, diversity, and inclusion 'Our Manchester behaviour'.
- Strengthen the visibility and voice of staff networks, equality champions and allies.
- Be clear in our zero tolerance to discrimination making any discriminatory behaviour and grounds for gross misconduct for example through implementation of the disciplinary policy. Take a zero-tolerance approach to any form of discrimination or harassment from the public for example through implementation and monitoring of the Third-Party Abuse and Harassment policy.
- Set and monitor workforce equality targets for the organisation across a range of measures including monitoring of the senior leadership group Equality Objective in annual performance reviews.

- Ensure our policies and processes are fair to everyone, building in consultation and engagement to any reviews, including those that are newly created as part of the Workforce Equality Strategy.
- The MLCO will continue to support Manchester residents into employment and support initiatives that make us an employer of choice, creating new channels and ways of engagement that prevent inequality gaps across Manchester widening.

9. Well-managed Council

Support our people to be the best and make the most of our resources

Implement the Corporate Peer Review action plan, deliver the Future Shape of the Council programme, along with budget reductions and savings.

- Deliver the action plan developed in response to the Council's Corporate Peer Review, covering key areas of improvement identified within the context of Manchester already being a 'first rate Council' in 'a city of firsts'.
- Lead and coordinate the Future Shape of the Council programme to be a digital first Council, working in a human-centred way to design services.
- Deliver the Core target operating model, embedding the principles of Future Shape of the Council and the new Organisational Development Plan, to achieve the identified service improvements and efficiencies.
- Deliver the Internal Digital Strategy focusing on achieving channel shift and automation underpinned by implementing the new Data Management Policy.
- Produce and manage a balanced budget in 2023/24 reflecting Member priorities and the Our Manchester reset, achieving agreed budget reductions and savings.

Effectively manage our resources, via budget management and planning, within our legal framework, and to support to managers and performance management.

- Update the three-year Medium Term Financial Strategy to keep the Council on a sustainable footing and ensure financial resilience to facilitate delivery of council priorities.
- Develop an updated Capital Strategy to deliver key Council priorities, maximising external funding and income generation and a sustainable way of prioritising use of Council capital resources.
- Produce and manage a balanced budget in 2023/24 reflecting Member priorities and the Our Manchester Strategy, achieving agreed budget changes and efficiencies
- Implement the Our Manchester Strategy Delivery Plan and Corporate Plan priorities and provide supporting intelligence to inform decision making and monitor performance, outcomes, and impact.
- Monitor and identify changing demand on services via the development and use of demand and prediction models. Use these models alongside wider intelligence to inform service design and resource allocation decisions.
- Implement the Organisation Development Plan, and improve support for managers to be great managers with a strong focus on performance and development.

- Continue to deliver the Our Ways of Working programme, supported by appropriate culture and technology, and most efficient use of buildings and space through the estates rationalisation programme.

Ensure the Council has the right capacity, capability, and diversity to deliver great services to residents, through strategic workforce planning.

- Develop and deliver a workforce strategy which supports the Our Manchester Strategy and Corporate Plan by identifying the capacity, capability, and diversity the Council needs, and how it needs to operate, to deliver great services.
- Embed workforce planning into the service planning process which requires services to identify their current priorities and challenges, and develop a plan to achieve and address these.
- Develop and deliver a Talent Strategy which sets out how we will attract, develop and retain talent at all levels.
- Refresh the Health and Wellbeing Strategy which supports our workforce to thrive and addresses our biggest challenges (mental health, sickness absence, cost of living, Covid-19).
- Deliver effective workforce planning via the 'A Plan for the Workforce' strategy (this is specifically the activity which forms part of service planning).
- Develop and implement a new framework for performance across the Council so that all officers know what is expected of them, what they do well, and how they can improve.
- MLCO will maximise the opportunities of our employing partnerships to deliver shared or aligned approaches to managing our respective community health and ASC workforces.